RSAC 2025 Conference

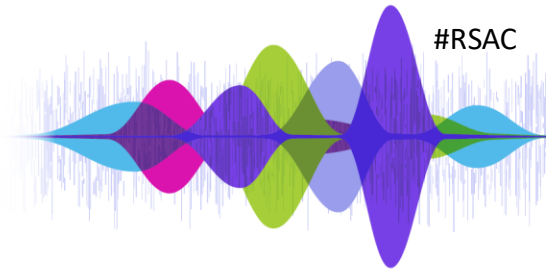
Many Voices.
One Community.

SESSION ID: CSO-M05

Your Security Program is a Product—Run It Like One

Mike Benjamin

Cybersecurity CTO
Capital One
https://www.linkedin.com/in/mibenjamin



Disclaimer

Presentations are intended for educational purposes only and do not replace independent professional judgment. Statements of fact and opinions expressed are those of the presenters individually and, unless expressly stated to the contrary, are not the opinion or position of RSA Conference LLC or any other co-sponsors. RSA Conference LLC does not endorse or approve, and assumes no responsibility for, the content, accuracy or completeness of the information presented.

Attendees should note that sessions may be audio- or video-recorded and may be published in various media, including print, audio and video formats without further notice. The presentation template and any media capture are subject to copyright protection.

© 2025 RSA Conference LLC or its affiliates. The RSAC and RSAC CONFERENCE logos and other trademarks are proprietary. All rights reserved.

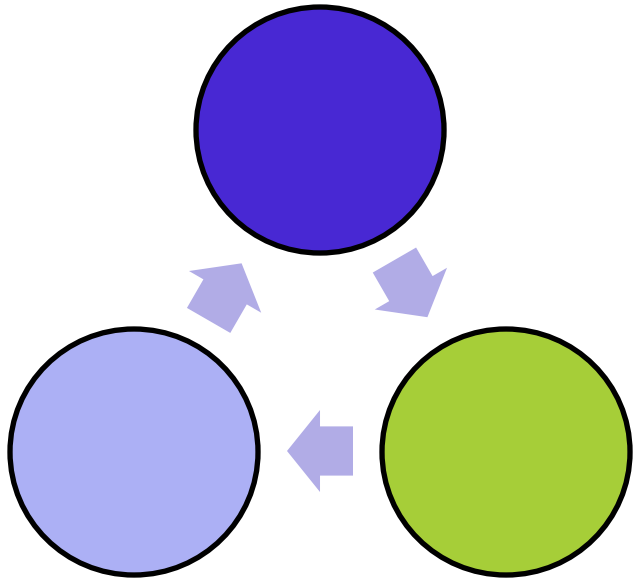
Our Journey Today

RSAC 2025 Conference

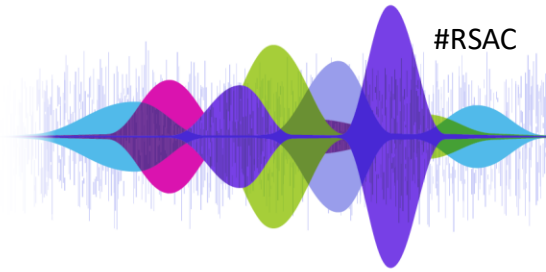
Product Management Basics

What is Product Management?

- Ownership of the lifecycle of a product
- Obsessed with value delivery
- Works with customers to understand needs
- Can vary significantly by organization!



Views differ on whether Security Programs are Products



Agree

- Meets a need
- Delivers something of value
- Has a customer
- Can be purchased

Disagree

- May be required
- Deliverable may be unclear
- Incomplete solution
- Is a cost center

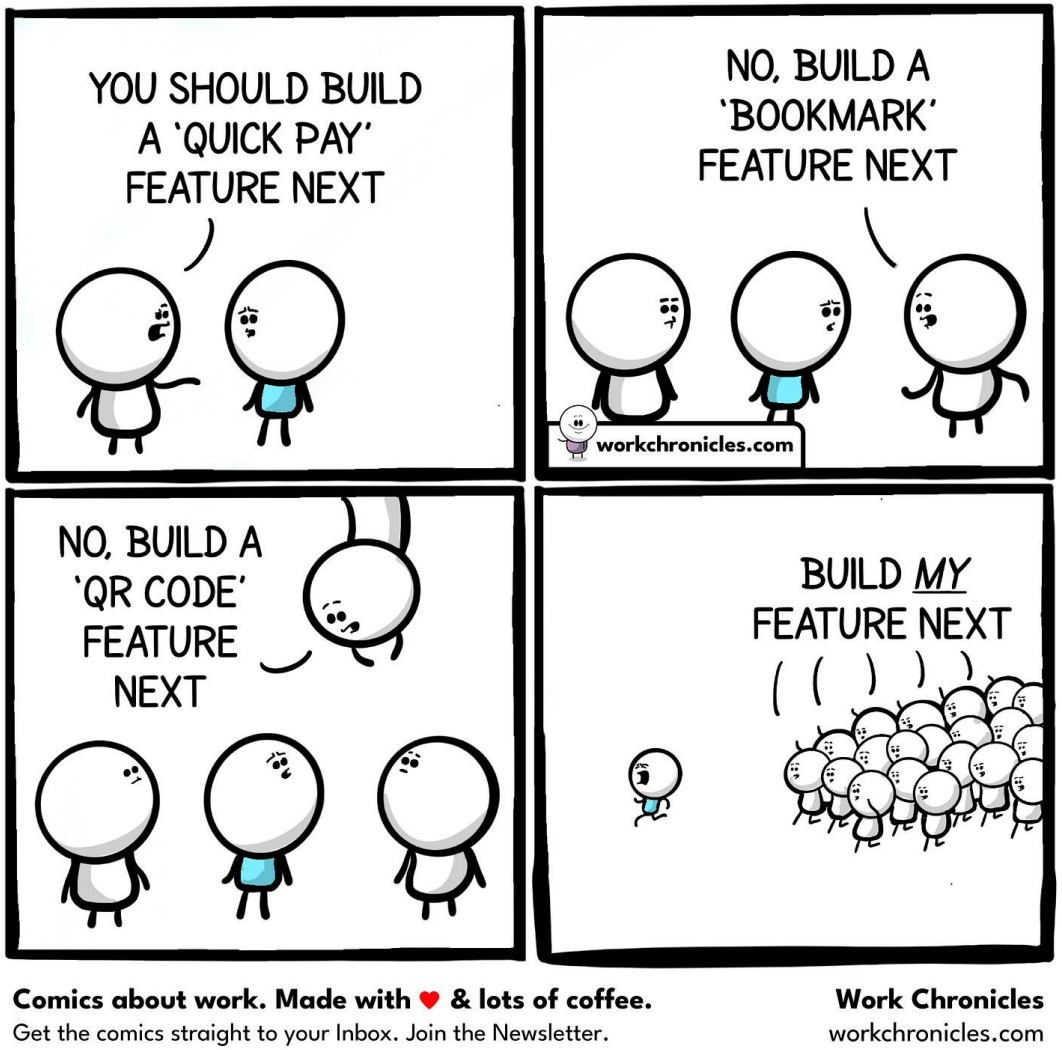
RSAC 2025 Conference

Product Mindset in Security Programs

Identifying Your Customer

- Your customer is risk
- Your customer is defense
- Your customer is your business
- Your customer is your users
- Your customer is always changing

Understanding Options


YOU SHOULD BUILD A 'QUICK PAY' FEATURE NEXT
NO, BUILD A 'BOOKMARK' FEATURE NEXT
workchronicles.com
NO, BUILD A 'QR CODE' FEATURE NEXT
BUILD MY FEATURE NEXT
Comics about work. Made with ♥ & lots of coffee.
Get the comics straight to your Inbox. Join the Newsletter.
Work Chronicles
workchronicles.com

- Seek customer input
- Peers in industry have great ideas
- Form your own views
- Your vendors are helpful too
- Validate your understanding

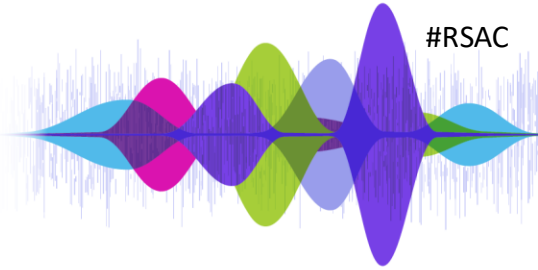
Setting the Strategy

- Describe the destination
- Be bold
- Outline the change
- Say no
- Review with customers
- Get everyone excited

Developing the Roadmap

- Roadmaps are not project plans
- Focus on value delivery
- No, REAL value delivery
- Ensure alignment with the strategy
- Review with your customers

Monitoring for Success



Past Interval Metrics

- Did customers get their value?
- Did the strategy advance?
- Was delivery as expected?
- How were the costs?
- What did we learn?

Future Interval Considerations

- Is our strategy still correct?
- Does our roadmap need changing?
- Is our investment level correct?
- Can we improve our process?
- Is the team set up for success?

RSAC | 2025 Conference

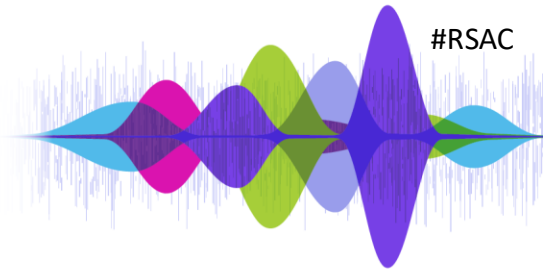
Example Scenario

Application Security Balance

Many Voices.
One Community.

AppSec: Example Customers

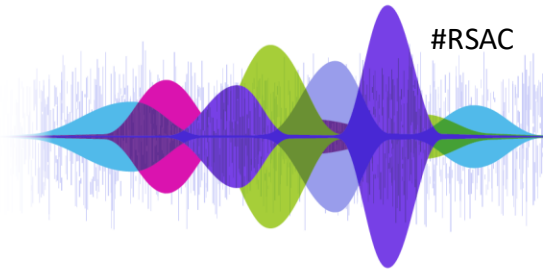
- Developers who believe the process stands in their way
- Developers who need to fix the identified problems
- Business lines wanting to launch features faster
- Cyber defense teams wanting to avoid known attack methods
- Risk management teams wanting lifecycle control and measurability
- Product Management teams who don’t see value in this work



AppSec: Example Options

- Automate all testing
- Integrate testing into developer environments or as merge occurs
- Build common security tools to integrate into deployment pipelines
- Train developers on secure coding practices
- Develop market differentiator based on AppSec capability
- Focus on compensating controls such as Web Application Firewalls
- Provide rich telemetry for operational security monitoring
- Develop risk metrics for adoption and timelines for resolution

AppSec: Example Strategy



Our software will be built securely at the speed our end customers demand

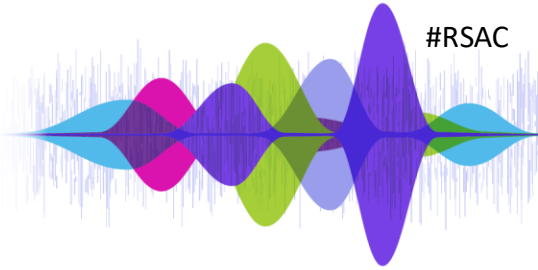
---

Detailed application telemetry will be used to build a strong understanding of risk and hunt for possible threats

---

We will work with our business partners to define our risk position

AppSec: Example Roadmap



- Q1
  - Real-time developer feedback provided through dev tool plugins
- Q2
  - Developers receive all AppSec findings at merge
  - Business value vs risk metrics agreed upon and included in risk forum
- Q3
  - All critical app telemetry onboarded to collection platform

RSAC 2025 Conference

Wrap Up

Apply This Today

- Pick a single project to start
- Name your product manager (not the CISO/security leader!)
- Get started on the product lifecycle and iterate

RSAC™ 2025 Conference

Many Voices.
One Community.

For further discussion, please reach out on LinkedIn!